Newfoundland and Labrador Public Service Commission

ANNUAL REPORT 1996-99

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Commissioners' Message

Introduction

The Public Service Commission is mandated by the Public Service Commission Act, 1973, as an independent authority with responsibility for overseeing matters affecting appointment and promotion within the public service. In particular, the Public Service Commission is responsible for ensuring the application of the merit principle. This principle provides not only for fairness and equity in public administration but is also an integral component in ensuring a public service which is professional, competent and non-partisan. The legislation also mandates a broad range of human resource areas affecting the administration of the public service. Consequently the Commission has been assigned responsibility for development of a range of programs intended to improve the overall management of the public service.

Commencing in 1996, the role of the Commission has evolved from the direct provision of staffing services to that of oversight and review, supportive and advisory services, planning and co-ordination as well as policy initiatives related to the Public Service Commission mandate. The Commission provides leadership in human resource management to the public service and works in partnership with other central agencies and departments. The Commission is responsible for ensuring that human resource policies and services are consistent with the Public Service Commission Act, reflect general government policies and support departments in their delivery of service to the public. Emphasis is placed on human resource development and on building capacity within the public service to achieve organizational goals.

With the May, 1996 restructuring of the Commission, the focus has been placed on the implementation of a fully delegated staffing arrangement with approximately 25 government departments and agencies. Through a series of delegation agreements Deputy Ministers have been authorized to conduct their own selection processes while adhering to the standards and procedures established by the Commission. Delegation of this personnel function is intended to ensure an efficient and effective staffing process while holding Deputy Ministers accountable for adherence to the merit principle. Ongoing evaluation, training of department staff and an annual audit are completed in order to maintain the integrity of the staffing process. Input from human resource personnel, department executives and from individual public employees is an essential component of this evaluation process.

During 1996, the Commission has been providing a broad range of programs and services which support departments and individual public service employees adapting to the changing workplace. Factors such as budget restraints, downsizing, changes in program direction and delivery have continued

to impact departments, work units and individual employees. The Commission has continued to provide such services as: provision of re-employment priority entitlements, career support services for affected employees; transitional support and consultation for work units. While responsibility for training was formally transferred to the Treasury Board Secretariat, the Commission continues to provide regional training sessions for public employees related to change management and resilience, as well as other training initiatives related to the Commission role and mandate.

With the appointment of a new Chair, Alphonsus Faour, in 1998, the Public Service Reform Initiative also came under the jurisdiction of the Commission. This initiative, which is government-wide, supports and mobilizes employees at all levels of the organization to identify improvement opportunities. Areas include policy and planning; organizational and human resource management; and initiatives related to service delivery which will improve productivity as well as the work environment of all employees. The goal is to implement new strategies, programs and policies in conjunction with Treasury Board Secretariat and Departments which help achieve organizational objectives and create a good work environment for employees.

The maintenance of Good Public Administration within the public service is an important objective of the Commission and will be addressed by ensuring the adequacy of human resources policies and management programs. In conjunction with departments, Treasury Board and other central agencies, the Commission as an independent voice can examine issues from the perspective of what is necessary to create a non-partisan, professional and competent public service which will serve elected officials and act in the best interest of the public of the province. The inclusion of Public Service Reform in the Commission's mandate is a strong signal of the importance of this function.

In addition, during 1996-99 the Commission continued to provide specific services which are compatible with its role as arms-length protector of the values of the public service. As an "honest broker" the Commission is the ideal place from which to administer the Employee Assistance Program, and to examine broader areas of human resource policy which impact on individual employees. The Commission also provides support to several adjudication panels designed to address issues within the organization, such as the Classification Appeal Board and the Management Grievance process. As an advocate for the principles of merit, fairness and transparency, as well as good public administration, the Public Service Commission plays a vital leadership and support role for the broader organization.

Commencing in 1998-99 the Commission's strategic planning process addresses issues of mandate, values, relevant lines of business

with input from all stakeholders. An initial restructuring has been put in place with a staff complement of 18 permanent positions, and 6 special projects and temporary positions.

The Commission is in the process of renewing and revising its overall approach to operationalising its legislated mandate. One of its key lines of business is Staffing Oversight and Merit Preservation through appropriate delegation and audit processes. This operational unit is responsible for the areas of Staffing for Selected Positions, Audit & Compliance, Re-Employment Priority, Classification Appeal Board, Management Grievances, Conflict of Interest, and Legislation & Regulation. As well, the Commission has identified the need for planning around the human resource requirements for the public service, particularly in light of changing demographics and methods of service delivery.

Major Recent Events and Highlights 96-99

- Major restructuring of Public Service Commission underway since 1996.
- Delegation Agreements signed with all Chief Executive Officers in 1996 so that delivery of staffing processes are carried out departmentally.
- Appointment of new Chair and Vice-Chair and relocation of Public Service Commission to new location in 1998.
- Review of the Public Service Commission Act with emphasis on Commission procedures, internal eligibility to the public service, agencies scheduled to the Act, and staffing related policies and procedures in 1998.
- Consultation/advisory support to department executive & management in areas of Delegated Staffing, re-organization and grievance resolution.
- Provision of general and specialized training sessions for departmental managers designated to perform staffing functions on behalf of the Commission.
- Full audit of all departments and agencies with formal delegation agreements initiated in 1997.
- Design and presentation of the Administrative Investigations Course commencing 1997.
- Continued co-ordination of services for Re-Employment Priority candidates including provision of counselling and career support service as well as on-site consultations for individuals and work groups who have been affected by downsizing and reorganization.
- Processing of 18 management grievances and staffing complaints and ongoing review of processes utilized since 1996.

- Administration of the Classification Appeal Board for non-management positions since 1996.

- A strong trend towards increased utilization of the Employee Assistance Program resulting in a 388% increase since 1994.

- New initiatives related to respectful workplace and wellness are undertaken with departments and other stakeholders in 1998.

- Transfer of the Public Service Reform Initiative to the Public Service Commission in 1998, with the Commission providing leadership, support and co-ordination to a number of projects including: departmental and human resource planning; management development; performance enhancement; awards and recognition; graduate recruitment; and a number of other projects designed to enhance the efficiency of the public service.

Chapter One:
Staffing & Compliance

1.1 Delegation & Accountability

In 1996 the Commission formally delegated the direct delivery of Staffing Services to Department Heads. The Commission retains its accountability for ensuring the application of Merit Principles in the appointment and promotion to permanent full-time positions within the Public Service. It is also responsible for the establishment and implementation of standards, policies, procedures and selection processes to be used in staffing these positions. Departmental managers who chair Selection Boards in order to staff delegated positions do so on behalf of the Commission and must undergo appropriate training and receive the sanction of the Commission.

1.2 Staffing for Selected Positions

The Commission continues to be responsible for the direct staffing of Directors of Human Resources and Directors of Finance positions. Deputy Ministers may also request Commission involvement in selected competition processes. The Commission's involvement in direct delivery of staffing has decreased as more departmental managers gain competency in the approved selection processes. In 1997-98, Commission staff chaired 6 Selection Boards; in 1998-99 there were 7 Boards chaired by the Public Service Commission at departmental request. Training and consultation services continue to be available through Commission staff.

The Commission retains sole responsibility for the waiving of the formal competitive process in the filling of permanent positions. The circumstances of each such request are assessed on an individual basis and in 1998-99 there were 50 requests.

1.3 Audit & Compliance

In accordance with Section 13(3), the Commission is required by its legislation to provide an annual review of Delegated Staffing arrangements. Review of documentation, discussions with executive, managers and individual employees at all levels is undertaken to ensure adherence to the merit process as well as efficiency and effectiveness in the staffing process itself. In 1998-99 there were approximately 275 Permanent Positions filled per year by Appointment or Promotion.

Audit and review of Delegated Staffing is an ongoing process with a view to early intervention and continuous improvement. The overall quality of Delegated Staffing is steadily improving.

1.4 Re-Employment Priority Policy

This policy of Treasury Board is intended to provide opportunities for re-employment of permanent public service employees affected

by redundancy or permanent disability. The Commission is responsible for administration of this policy. Since 1997 there has been a continued decrease in the number of individuals entitled to re-employment priority services. (Appendix B)

1.5 Classification Appeal Board

This Board has responsibility for the adjudication of Appeals for Bargaining Unit positions. During fiscal year 1998-99 there were 202 active appeals lodged. A summary of appeals for the past three years is shown in Appendix C.

At the end of fiscal year 1998-99 plans are underway to review the structure of the Board and to make new appointments to the Board.

1.6 Management Grievance

This process is coordinated by Commission staff with reports and recommendations forwarded to Treasury Board for decision.
The Commission has designed and coordinated the delivery of an Administrative Investigations Training Course for public service employees which is intended to assist them with this quasi-judicial process. Since the Commission has assumed this role in FY 96-97, there have been 18 Management Grievances submitted. During FY 98-99 there were 5 Management Grievances.

1.7 Recruitment Issues

The Commission consults with departments and agencies regarding the need for revised and updated recruitment policies as well as issues regarding hard-to-fill positions within the public service. In order to ensure that the public service continues to be staffed by professional, competent individuals a number of strategies are being reviewed. In 1998-99 the Commission presented a proposal for a Graduate Recruitment Program.

1.8 Training Support

The Commission provides training to Departmental Managers, Chairing Selection Boards, and Administrative Investigations. This past fiscal year the Commission trained 15 Department Managers in Chairing Selection Boards through 3 Workshop Presentations and 33 Department Managers in Administrative Investigations through 2 course presentations.

Chapter Two:
Employee & Departmental Services

This Division was established as a line of business during FY 98-99 in order to provide employees and work groups with advisory services, support programs and policy initiatives in areas which affect employee wellness and productivity. The Employee and Departmental Services Division provides services in the areas of individual employee counselling, workplace wellness, critical incident stress debriefing, organizational transition, career supports, conflict resolution, and team building.

2.1 Employee Counselling

Individual employee counselling services are provided through the Employee Assistance Program (EAP). Authorized by MC 223-'84, the Employee Assistance Program is administered by the Public Service Commission on behalf of a Joint Employee Assistance Program (Labour/Management) Committee. The Committee consists of representatives of the Public Service Commission, the Treasury Board Secretariat, the Newfoundland Association of Public Employees (NAPE) and the Newfoundland and Labrador Public Sector Managers' Association (PSMA). These organizations were signatories of the Employee Assistance Program Agreement which was signed in November, 1984 and which serves as the blueprint for the Program.

The purpose of the Employee Assistance Program is to provide confidential help for employees of the Newfoundland and Labrador Public Service who have personal problems which are affecting, or which may affect, work performance. The Program includes assessment, short term counselling and/or referral to an outside community agency or private resource for public service employees and their families. It also offers crisis debriefing and grief counselling for individuals and groups impacted by traumatic events in the workplace. Assistance for work related stress is available, and the scope of the Program has been broadened to encompass conflict resolution services. The refocusing of the Program to emphasize wellness has led to the implementation of such programs as stress management sessions on supports for managing change and balancing work and family. During 1998-1999 the number of employees participating in the various programs offered through the Employee Assistance Program totalled 1248. There has also been a trend towards greater participation in the employee counselling area and in FY 98-99 there were 508 employees receiving EAP services while 740 employees participated in the Program's various workshops and information sessions. (see Appendix D)

2.2 Traumatic Incident Stress Debriefing

This program provides support for employees who are impacted by extremely stressful incidents in the workplace. The principle behind the service is that there are normally very strong stress reactions associated with critical events. These could include such events as sudden death of a work colleague and threats of violence or assault in the workplace. Defusing and debriefing services provided for employees close to the actual event have been found to reduce the risk of post traumatic stress and the consequent risk of illness and lost work time.

The Program also supports departments and agencies in responding to critical incidents in the workplace which impact on employee wellness. Critical Incident Stress Debriefing services are provided by teams at the Royal Newfoundland Constabulary, the Newfoundland and Labrador Youth Centre, and Her Majesty's Penitentiary and, as well, community resources are accessed where necessary.

During the fiscal year 1998-99 4 group debriefing sessions were provided.

2.3 Organizational Transition Services

This program provides transitional supports to individual employees and work groups who are experiencing significant changes including workforce reduction and workplace reorganization. These support services are designed to minimize the negative impacts of change on individual motivation and workplace morale, and assist the organization in moving forward to meet its objectives and goals.

Services are available for individuals impacted by job loss, for managers responsible for leading work teams through change, and for work groups experiencing major re-organization or changes in responsibilities/ accountabilities.

In the 1998-99 fiscal year, a total of 361 employees availed of ongoing transitional services.

2.4 Wellness & EAP Information Sessions

Research and data from internal and external sources identify employee wellness as a key factor in workplace productivity. Several reviews of the EAP have recommended expansion to include a wellness component. Over the past several years the Program has attempted to address this issue by providing a number of workshops and initiatives focused on individual employee wellness. Though well attended and evaluated by participating employees, the feedback from stakeholder consultations confirms a need for a focused strategy in the Public Service to develop programs of a preventative nature which support individual wellness. It recommends that the EAP work closely with other stakeholders to spearhead this initiative, particularly departmental human resource

personnel, union and management associations and individual public service employees at all levels of the organization and in all regions.

Consistent with the approach used in the development of a Respectful Workplace Program, a joint initiative of relevant stakeholders has begun. Funding support was provided from the Organizational Development Initiatives Fund (ODI) to organize a Wellness Forum. This event, attended by 70 frontline, management and human resource personnel was held in March 1999 and provided current information on wellness, highlighting individual and organizational benefits. It also provided valuable input from participants at all levels on the existing need for wellness initiatives, and on ideas that could work in the Public Service. The Commission will play a leadership role in this initiative in conjunction with management, union, and central agency support.

The ultimate objective is the implementation of an effective and representative employee wellness initiative throughout the Public Service.

During 1998-99 a total of 186 employees participated in wellness and EAP information sessions.

2.5 Career Support Services

This service provides career supports, outplacement services and financial advice for public service employees who are directly impacted by workforce reduction.

In 1997-98 there were 574 individuals who were provided with career related services as well as 962 individuals who attended regional information sessions on financial planning and career information. In 1998-99 there were 24 individuals who were provided with counseling and 30 people attended a career related service.

2.6 Respectful Workplace Program

A significant number of referrals to the EAP are based on interpersonal conflict in the workplace. The stress associated with these unresolved conflicts has resulted in sick leave costs and reduced productivity. A review of the EAP recommended implementation of conflict resolution services.

In order to address these concerns, the EAP submitted a proposal to the Public Service Reform Initiative for support to develop a strategy. As a result, a joint project was established involving the Public Service Commission, Treasury Board Secretariat, the Newfoundland and Labrador Association of Public Employees, the Public Sector Managers' Association and the Department of Justice.

Funding was provided from the Organizational Development Initiatives Fund to hold a forum which would provide managers and union members the opportunity to discuss conflict management in the Public Service, how it is currently being addressed, and how to develop a strategy for the development of a more effective process of conflict resolution. There was concurrence from the 75 participants attending the December forum that the goal should be to develop a Respectful Workplace Policy and Program, with broad input from employees at all levels, and through ongoing consultation with a representative working group. The Program would offer a timely, confidential conflict resolution service for individuals and work groups, using external resources when required. The EAP will continue to play a key role in this initiative.

Chapter Three:
Policy & Planning

The Commission has a strong interest in broad human resource and organizational management policies within the public service as a mechanism to maintain and raise the level of professionalism within the organization. Through the Public Service Commission Act, the Commission has been charged with the responsibility of providing an independent voice to examine management issues from the perspective of creating a non-partisan, professional and competent public service to serve elected officials and the public of the Province.

Significantly, in July, 1998, the Public Service Reform Initiative found a permanent home at the Public Service Commission. This project has as its objective the examination of a broad range of policy areas which directly or implicitly affect the maintenance of good public administration within the organization. It has had considerable success during the past year in engaging large numbers of employees in a variety of projects in the human resources, management and accountability areas.

By making this initiative a permanent feature of the Commission, government has sent a strong signal that public administration issues are important, and a continuous improvement approach is required. In March, 1999, the new Policy and Planning Division was formed at the Public Service Commission. This Division directs the strategic and operational planning activities of the Commission, plans and coordinates activities under the Public Service Reform Initiative, as well as identifies and supports the development of human resource policy and programs for application to the broader public service. The following programs are among those which the Division addresses.

3.1 Strategic and Operational Planning

The Public Service Commission has undertaken a comprehensive strategic planning process to focus our efforts and resources on key issues in the public service and the needs of our internal customers. The Commission submitted its first departmental plan in December 1998 and is now working to improve this document through broad consultation with stakeholders and the development of performance indicators.

3.2 Communications and Consultation

A structured communications plan has been developed to promote the importance and value of the Public Service and to facilitate good internal communication throughout the organization. Some of the strategies implemented this year include publication of the *Public Service Works* newsletter to provide information on Public Service Reform and to showcase initiatives across government. Also *Management Information Sessions* were held in 1998 to provide managers with current information on the

economy, on the budget, on the fiscal position of the province and on other selected key issues, such as, Strategic Social Planning. Offered in the spring and fall, each event attracts approximately 300 managers and will become a regular feature of the corporate communications strategy. In addition each of the projects implemented have involved the full range of stakeholders with consultation conducted at all levels.

3.3 Public Service Reform

Public Service Reform develops and oversees the implementation of a range of projects to improve human resource and organizational management. This is accomplished through the development of government-wide programs, policies, networks, employee skills and organizational capacity. A full range of consultation mechanisms are utilized to identify and address key issues aimed at fostering good public administration. Public Service Reform also coordinates improvement initiatives across departments and administers the $2 million Organizational Development Fund.

The following mark some of the significant highlights accomplished in these areas during FY 1998-1999.

- *Departmental Planning*

  The departmental planning process has been implemented and is being improved with each cycle. This process will facilitate the implementation of a systemic approach to strategic and operational planning which includes monitoring and adjusting plans as required during the planning cycle. In December, 1997, the Commission, as did all government departments, submitted a strategic plan to Cabinet for FY 1998/99. Under Public Service Reform, an evaluation of the first strategic planning cycle took place across government in June 1998. This evaluation focused on changes needed in the planning process, on training requirements, and on other perceived gaps in the systems which support planning. The identified changes were incorporated into the 99/00 strategic planning guidelines. Like many of the Public Service Reform Initiatives, the Cabinet Secretariat has now taken up the lead and Departments are continually improving the planning process through broader involvement of staff and better consultation with the public served. A government-wide training initiative in strategic and operational planning aimed at management has aided the success of this planning process.

- *Internal Communication*

  At all levels of government and through many different avenues, the need for improved internal communications has been a strong recurring theme. Recognition of this led to the assignment of a designated resource in December,

1998 when a Communications Manager was hired to work with the Public Service Reform Initiative in order to develop an internal communications plan for the corporate (government-wide) organization and to create a model for use within government departments. To date, consultation and research have been carried out to identify key goals for internal communications, current approaches, systems and resources, opportunities for improvement, and best practices. As part of the Organizational Development Initiatives Program, all departments have undertaken activities to improve internal communications.

- *Human Resource Planning*

Several projects aimed at improving human resource planning were undertaken during this fiscal year. Three major initiatives included the designing of a human resource planning model, the drafting of guidelines to initiate a Graduate Recruitment Program and the development of a Human Resource Information Strategy to address the need for basic human resource information and the challenges faced by all government departments. Implementation of these strategies and programs will commence early in FY 1999-2000.

- *Training Needs Assessment*

During 1998-1999, 13 departments undertook training needs assessments, with *Organizational Development Initiative (ODI) Funding* provided to nine departments to support this initiative. In addition to the money provided specifically for those assessments, all departments of government received block funding from the ODI Fund this year to support a range of staff training and development activities. Plans are underway to conduct a formal evaluation of the training needs assessment process in the spring of 1999, focusing on the success of integrating the assessments with departmental plans. Additionally, the evaluation process will be used to identify government-wide training priorities.

- *Management Development*

In early January, 1999, ODI funding was utilized to second a Project Manager to the Policy and Planning Division of the Commission in order to spearhead the development of a Management Development Program across government departments. To date, much of the ground work has been laid in this initiative including finalizing the list of Core Management Competencies for all managers, developing draft guidelines to provide consistency around developmental initiatives, consulting with the Federal Government regarding eligibility and accessibility of federal programs to Provincial employees (two of those programs include Interchange Canada and

the Career Assignment Program), and researching "prior learning" as a mechanism to obtain academic credit for public service employees in recognition of learning that has occurred "on the job". In addition, proposals from external consultants on alternate products/strategies for developing management competencies were solicited, received and evaluated in this fiscal year. Funding from ODI has again been requested and approved for the continuation of this project in FY 1999/00 to finalize the design of a corporate Management Development Program.

At the senior management levels, a Senior Management Development Committee has been established with the aim of building an organizational culture that attracts, develops, motivates and retains employees. A number of development activities have already taken place including a survey to define core competencies required for senior management positions and an all day forum on March 3, 1999 entitled *Building a Public Service for the Future*.

- *Performance Enhancement/Awards and Recognition*

"Supporting and recognizing employees in performing well" was identified under Public Service Reform as a key component to improve public administration and make the public service a better place to work. With this in mind, projects were established to prepare recommendations on the introduction of an Awards/Recognition program at the departmental and corporate levels, and implementation of a Performance Enhancement system for all government employees. With funding provided through the ODI Fund, a full time resource person was seconded in November, 1998 to the Policy and Planning Division to spearhead these two programs. Extensive research has been conducted in these two areas, and committees have been established with broad representation from departments and from all levels of government, to undertake the development of specific strategies.

- *Other Projects*

Public Service Reform has also initiated or provided funding for projects in the following areas.

- Development of a corporate IT training strategy.
- Completion of policy and procedure manuals for central agencies.
- Provision of funding to the Employee Assistance Program to develop strategies to foster employee resilience in coping and adapting to change in the work environment, and to

investigate the feasibility of establishing a wellness program within the public service.

- Provision of ODI funding for the Employee Assistance Program to enable a joint union-management committee to investigate the status of the public service as a respectful workplace, including financing of a respectful workplace pilot within the Department of Justice.

- Funding from ODI, enabled the Labour Force Adjustment Productivity Council (which is a joint committee of the Newfoundland and Labrador Association of Public Employees (NAPE) and government to establish Labour Management Committees in all departments, in all regions of the province. The objective of the committees is to seek cooperative labor management approaches to assist in identifying efficiencies in the workplace.

- Through ODI funding, a local, independent contractor was retained by the Department of Tourism, Culture and Recreation to conduct a government-wide review of records/information management issues.

- Other initiatives include delegation of authority; process improvement in payroll and establishment of regional supports.

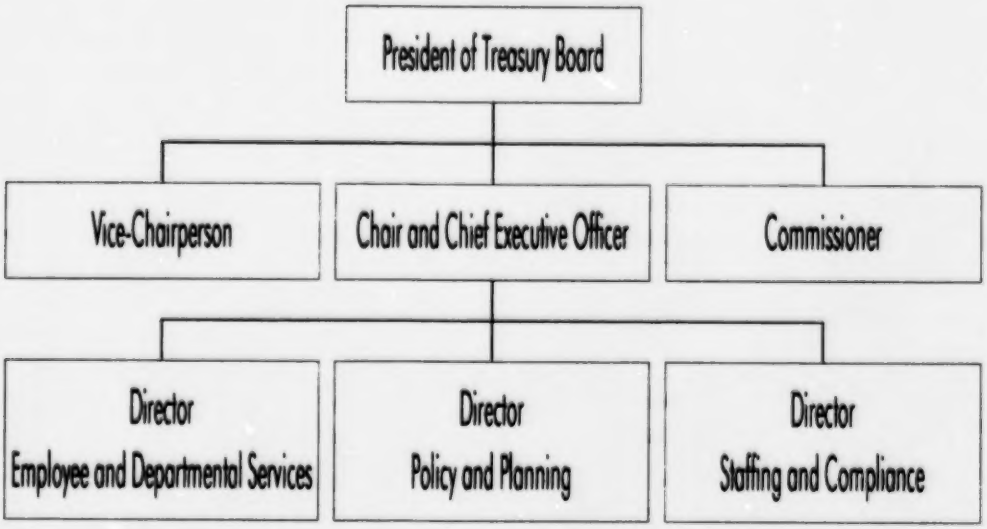
3.4 Organizational Development Initiatives Fund

As stated earlier in this report, the Policy and Planning Division has responsibility for the administration of the $2 million Organizational Development Initiatives Fund, a fund designed to support implementation of various public service reform initiatives aimed at building the capacity of the public service as a professional institution. After several years of fiscal pressures and restraint, the objective is to ensure that this capacity is strengthened in departmental human resource budgets.

Appendix A

Organizational Chart

Public Service Commission



Appendix B

RE-EMPLOYMENT PRIORITY ENTITLEMENTS 1995-96

Total Number Considered 95/96 421

DISPOSITION:

Number Placed in Perm. Positions 156
Number Rescinded 38
Number Declined 17
Number Opted for Pension 53
Work Force Reduction 1
REP Expired 156

TOTAL COMPLETED 421

RE-EMPLOYMENT PRIORITY ENTITLEMENTS 1996-97

Total Number Considered 96/97 523

DISPOSITION:

Number Placed in Perm. Positions 222
Number Rescinded 47
Number Declined 13
Number Opted for Pension 44
Work Force Reduction 5
REP Expired 190

TOTAL COMPLETED 521

Number Not Placed 1
Number Placed Outside Govt. 1

TOTAL ACTIVE 2

RE-EMPLOYMENT PRIORITY ENTITLEMENTS 1997-98

Total Number Considered 97/98	234
DISPOSITION:	
Number Placed in Perm. Positions	91
Number Rescinded	18
Number Declined	1
Number Opted for Pension	4
Work Force Reduction	4
REP Expired	98
TOTAL COMPLETED	**216**
Number Not Placed	7
Number Placed in Temp./P. Positions	11
TOTAL ACTIVE	**18**

RE-EMPLOYMENT PRIORITY ENTITLEMENTS 1998-99

Total Number Considered for 98/99	57
DISPOSITION:	
Number Placed in Perm. Positions	10
Number Rescinded	6
Number Declined	4
REP Expired	7
TOTAL COMPLETED	**27**
Number Not Placed	18
Number Placed in Temp./P Positions	12
TOTAL ACTIVE	**30**

Appendix C

CLASSIFICATION APPEAL BOARD STATISTICS 1996-97

Total number of Outstanding Appeals 96-97 89

DISPOSITION:

Appeals brought forward 71
New appeals 95
Total: 166

Appeals Withdrawn/Closed	32
Decisions Rendered	45
Total:	77

Total Outstanding Appeals **89**

CLASSIFICATION APPEAL BOARD STATISTICS 1997-98

Total number of Outstanding Appeals 97-98 155

DISPOSITION:

Appeals brought forward 89
New appeals 147
Total: 236

Appeals Withdrawn/Closed	22
Decisions Rendered	59
Total:	**81**

Total Outstanding Appeals **155**

CLASSIFICATION APPEAL BOARD STATISTICS 1998-99

Total number of Outstanding Appeals 98-99 239

DISPOSITION:

Appeals brought forward 155
New appeals 136
Total: 291

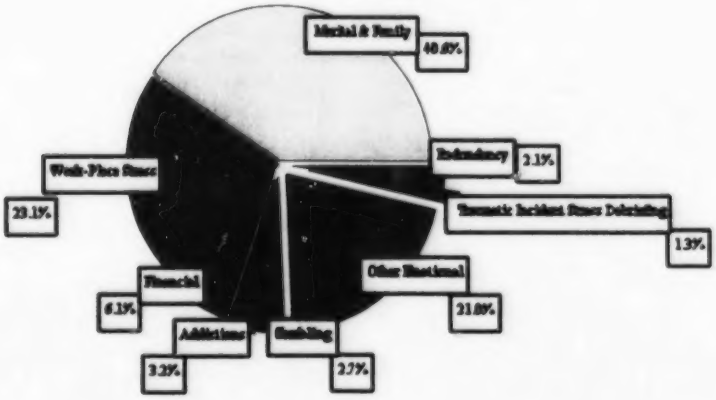
Appeals Withdrawn/Closed	25	
Decisions Rendered	27	
	Total:	**52**

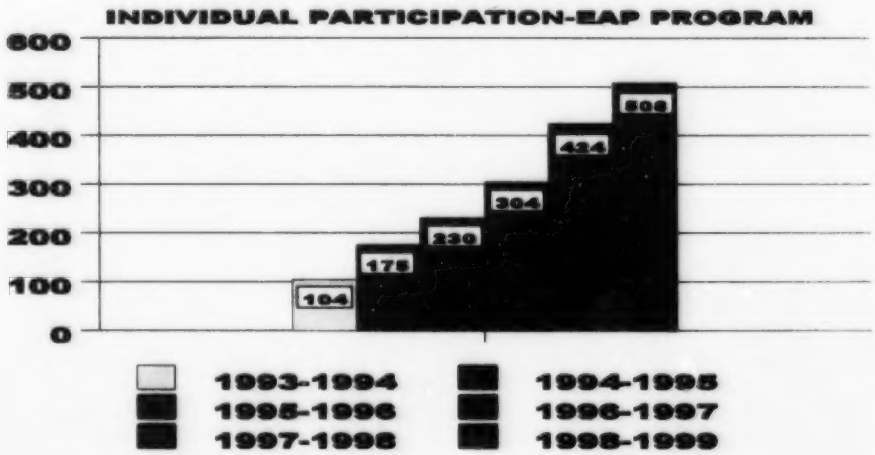
Total Outstanding Appeals **239**

Appendix D

The charts and tables below indicate the EAP utilization rate for the past several years, providing a summary of participation and reflecting the types of problems which the Program covers.

Types of Referrals:





EAP Participation Trends

- Increase in use of the Program in areas outside of St. John's
- Increase in number of management referrals
- Increase in referrals related to marital/family issues & individual stress

Appendix E

The following provides a summary of the initiatives supported by this fund in FY1998/99:

Organizational Development Initiative (ODI) Fund
Summary Sheet for $2 million for 1998/99

Departmental Initiatives:

• Frontline Leadership	$143,300
• Training Positions	$193,000
• Planning Positions/Support	$203,000
• Block Funds for Training Initiatives	$680,400
• Train the Trainer Initiatives	$ 29,000
• Reorganizations/Restructuring	$206,000
• Other Initiatives	$ 58,500
Total	**$1,513,200**

Corporate Initiatives:

• Career supports:	$70,000
• Labour Force Adjustment Strategies	$75,000
• HR Management Information Study	$38,000
• Demographics Study	$37,700
• Human Resource Data Entry	$50,000
• Senior Management Development	$85,000
• Personnel Policy Manual Development	$25,000
• Management Development/Performance Enhancement	$27,000
• Classification Backlog Reviews	$24,000
• Employee Wellness Initiatives	$ 8,000
• Respectful Workplace	$18,000
• Partnership Initiatives with PSMA	$ 6,000
• Communications Plan	$10,000
Total	**$473,700**

Sum Total of all Initiatives **$1,986,900**